sense

The 92nd consecutive issue in a series of periodicals devoted to strategic communications issues affecting top management.

92

Today's Decisions

TOMORROW'S IMAGE

How Some Leading Companies View Image Management as a Corporate Priority.

Robert E. Allen
Chairman and
Chief Executive Officer
AT&T

Ralph S. Larsen
Chairman and
Chief Executive Officer
Johnson & Johnson

Colman M. Mockler, Jr.
Chairman and
Chief Executive Officer
The Gillette Company

J. Gordon Lippincott
Founder
Lippincott & Margulies Inc

Lippincott & Margulies Inc

Sense is a periodic publication of Lippincott & Margulies Inc.

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Printed in the U.S.A.

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Letter From the Publisher

When Lippincott & Margulies first published *Sense* in 1956, company founder J. Gordon Lippincott set a strong editorial standard. "Every issue," he said, "must contain at least one important insight that will help senior managers and their companies perform better." This principle continues to guide our publication.

In our 92nd issue of *Sense,* Gordon Lippincott, who retired in 1969, offers just such an insight in his essay entitled, "Image Management in a Global Economy." He contends, "Global corporations that manage their images...with a strong emphasis on ethical and socially responsible behavior...can help position business as a social benefactor: providing meaningful, rewarding work; producing valuable goods and services and driving economic and social progress."

The significance of corporate image management has grown in recognition in recent years. To more fully explore the subject I have been writing a book for the past two years, entitled *Image by Design: From Corporate Vision to Business Reality* (Addison-Wesley, Spring 1991), that examines corporate identity and image management practices and their direct correlation to overall corporate performance.

Today's decisions, tomorrow's image: it sounds so simple, doesn't it? But the implications for businesses with global aspirations are profound. Management must find ways to view image as a separate business issue that should be managed in a singular and focused manner. The lesson is quite straightforward: a company's image is built over time, with each decision made and action taken by corporate management.

The linkage between today's decisions and tomorrow's image is the major focus of the remarks by the three distinguished Chairman and Chief Executive Officers that we welcome to these pages for the first time. AT&T's Robert E. Allen, for example, believes that senior managers "...have a responsibility for overseeing how we use the AT&T image. It's a very conscious agenda item for us, on an organized basis periodically and on a day-to-day basis as we communicate with our various publics and constituencies."

Gillette's Colman M. Mockler, Jr., stresses that all major decisions – about acquisitions, senior executive promotions and financial issues – are evaluated for their

potential impact on the image and reputation of the Company and its brand assets because "...any breakdown could affect the image of the entire company." And Johnson & Johnson's Ralph S. Larsen believes that the Company's image is a reflection of its clearly articulated value system, captured in a formal document that outlines "the Company's responsibilities to customers, employees, managers, communities in which we live and shareholders." With highly decentralized operations in 55 countries around the world, says Mr. Larsen, "the only thing that we are steadfast about is that we operate those businesses in accordance with our credo."

Image or perception management as a major business priority is clearly an idea whose time has come. Systematically developed and rigorously implemented, image management programs facilitate day-to-day decision-making and work as well to lengthen management's strategic focus beyond the next quarterly earnings report to an all-encompassing vision of a company's competitive position five, ten and even 20 years out.

For companies that seek to play a key role in the global marketplace, nothing less than a commitment to long-range image planning and management will suffice. We welcome your comments, suggestions and insights on the themes so provocatively explored by our contributors.

CLIVE CHAJET

Chairman and Chief Executive Officer
Lippincott & Margulies Inc

"It is important to assign a value and make sure that all your people understand the importance of your image and therefore recognize the necessity not to damage or depreciate it in any way."

Robert E. Allen

Chairman and
Chief Executive Officer
AT&T

What do you think is AT&T's image today, and is it what you want it to be?

It's becoming what I want it to be, but we're not all the way there yet. Our image to most people is that of a large company, part of the fabric of this country, a telecommunications system that affects everyone, a leader in high technology, a good corporate citizen in the communities in which we live and serve, and a company that has always provided quality and good service. We want to retain the best of AT&T's traditional image, but at the same time reflect the changes that have occurred since divestiture – that we're more fast-paced, quicker to market and more aggressive.

Do you think it's necessary to assign a value to your image, and how do you express that value throughout your organization?

It is important to assign a value and make sure that all your people understand the importance of your image and therefore recognize the necessity not to damage or depreciate it in any way. We changed the structure of our business a year and a half ago so that we now have many smaller business units that are more or less self-contained and focused on specific customers and markets. In making that change, we stressed the importance of the AT&T image and how it could be advantageous to the new units. These strategic business units have a good deal of autonomy, but at the corporate level we maintain a substantial measure of control over how the brand and the image are portrayed, so that nobody damages them to the detriment of everyone else.

Robert E. Allen was named Chairman and Chief Executive Officer of AT&T in 1988. He began his career in 1957 when he joined Indiana Bell after graduating from Wabash College. In his 33 years with the corporation, Mr. Allen has distinguished himself in a diverse range of management and operational positions. He attended Harvard Business School's Program for Management development and was awarded an honorary doctorate of law by Wabash College. A director of several major U.S. corporations, Mr. Allen also contributes significant time to cultural and not-for-profit social welfare organizations.

What impact does a company's image have on its day-to-day operations?

It has an important impact on both our own people and our customers. One of our basic strategies is to focus on quality. The image AT&T has built up over the years reinforces our people's motivation and commitment to high quality and good service. It also enables us to recruit and retain some of the best people, and that obviously has a long-term effect on the performance of the company. For our customers there's an element of trust in the AT&T image and brand name that's very valuable to us. We want to convey the assurance that we're in this business for the long term, that we really care about our customers and that we'll be around to serve them if anything goes wrong.

Your AT&T Universal Card offers an entirely new service under the AT&T umbrella image. What was your strategy in leveraging that image?

First of all, the card business for us is both defensive and offensive. Defensive in the sense that our competitors have aligned themselves with other credit cards. Therefore, we consider our own card to be a competitive necessity. On the other hand, we saw our customer base of 40 million Calling Cards as an asset that might be leveraged on an offensive basis. Before we made the decision to go ahead we did a number of customer research studies to test the impact of the brand name on the card and to test the impact of a credit card with the AT&T name. The evidence was clear that the AT&T name would help the card and that the card business itself would not negatively impact the brand. The research demonstrated over and over that the AT&T brand has such a strong and powerful image of trust and quality that people were willing to do business with us even though the world was questioning whether another credit card was really needed.

Does that mean you could put the AT&T name on just about anything?

I don't think we could sell an AT&T car or potato chips. We should use that name in connection with what we know best and do best. An AT&T Universal Card is an extension of that because we have the Calling Card. As we add products to that card in the future, they should be related to technology and information services. I wouldn't want to use the AT&T name for products and services that don't fit our heritage and tradition and don't normally fall into the concept of what the brand means.

Has the Universal Card done anything for AT&T's image, or is it too early to tell?

I think it has already. First, we surprised a lot of people with the creativity of our marketing offer. Some still remember us as order-takers in a monopoly environment. But this move has helped make the public aware of our more aggressive marketing strategy.

Was it part of your strategic thinking that a bold stroke like that would be good for the image of the company?

The image factor was a very important part of our consideration. The image that AT&T has today is the product of decisions made years and years ago by my predecessors and their associates. Not all the decisions they made were conscious of image, but I have to believe that image was always part of their thinking. And the decisions that we make today will have an impact on our successors and AT&T's image in the future. So we have to do our best not only to maintain a strong image, but to improve it and change it in accordance with the times. It's a function of retaining the best of the old and adding some new. All of us in senior management have a responsibility for overseeing how we use the AT&T image. It's a very conscious agenda item for us, on an organized basis periodically and on a day-to-day basis as we communicate with our various publics and constituencies.

Is it possible to control the image of a company as it gets more and more global?

It's more difficult. It's much easier to do it on a domestic basis. As we establish more and more relationships and partnerships with companies abroad and bring people under AT&T's image umbrella who don't have a background and experience in our tradition, it's more difficult to find the right blend to maintain the value of the image. But one thing we've learned is that although we're a global corporation, we have to do business locally, company by company, country by country, city by city. So maintaining the value of our image in different environments is essentially a local challenge.

Will Europe 1992 have any impact on your image around the world?

It already has. The mere announcement of preparation for 1992 has changed the face of Europe dramatically and it has also changed the views of companies like ours about the opportunities there, about getting ourselves more established there and becoming more aggressive in doing business there. It's a great thing for Europe and it's a great opportunity for us. It has stimulated us to get serious about expanding in Europe. Others are going to be there, and if we're not, we'll be shut out of an important market. The developments in Eastern Europe have happened so swiftly that they can't yet be fully comprehended. But I think they make Europe '92 even more significant.

Johnson & Johnson

"Our image is shaped not by great acts or great decisions, but rather by the sum total of all behavior and actions of the company over a long period of time."

Ralph S. Larsen

Chairman and
Chief Executive Officer
Johnson & Johnson

Ralph S. Larsen was named Chairman and Chief Executive Officer of Johnson & Johnson in 1989. Hired as a manufacturing trainee in 1962, he has held a series of assignments in manufacturing, distribution and marketing for Johnson & Johnson. For two years of his 28-year career, Mr. Larsen served as President of Becton Dickinson's Consumer Products Division. A native of Brooklyn, New York, Mr. Larsen is a graduate of Hofstra University and a veteran of the U.S. Navy. He is a director and member of a number of major business boards and councils, and also devotes considerable time to not-for-profit organizations as a board member or trustee of several college and university funds and institutions and of educational television.

What is the image of Johnson & Johnson?

Our image is that of a caring company, one that cares about its customers and about public health. We were founded more than a hundred years ago as a healthcare company, we have grown as a healthcare company, and we have remained a healthcare company. That's our mission. It's important that we recognize who we are and what we want to be because it provides a compass for our management and our employees. Healthcare is more than a business; it really is a special obligation and responsibility. And we take it very seriously.

What do you do to shape that image?

Our image is shaped not by great acts or great decisions, but rather by the sum total of all behavior and actions of the company over a long period of time. It takes many years for a company's culture to evolve and mature. In our case, General Robert Wood Johnson put a lasting stamp on the company by, among other things, developing back in the mid-1940s a credo, a set of principles under which we still operate. That credo was instilled in me from the first day I joined the company, as it is in all our people. It's a one-page document that outlines Johnson & Johnson's responsibilities to our customers, employees, managers, communities in which we live and our shareholders. It's a set of ethical principles that we continually challenge to see if they're still relevant. And they are. The credo has gone through a few modernizations, but essentially it remains intact.

Would you change the image of Johnson & Johnson if you could?

No. I think the image of Johnson & Johnson is a reflection of its value system. And our value system is probably the most precious thing we have. We are a highly decentralized company. We have 175 operating units in 55 countries around the world. We represent every language, every culture, every religious group. What ties us together is our credo. We allow our managers an enormous degree of discretion in the running of their businesses. The only thing that we are steadfast about is that they operate those businesses in accordance with the credo. About the only sure way of getting into deep trouble at Johnson & Johnson instantly is to violate the principles of the credo.

How important is it for a company to have a good image internally?

It's absolutely essential for a company to have a good image in the eyes of its employees because they are its most important constituency. A company is nothing more or less than the quality of the people it employs and can attract, and when you have a good image you can attract the very best people around the world. Everyone complains about the deteriorating quality of the American work force, but we don't see that. When we recruit, whether it's on the college campus or for our factories, we are able to attract an exceptional group of people. One of the reasons for that is that we're in the healthcare business, and that's considered a noble business to be in. Secondly, within that business Johnson & Johnson has a reputation for high quality and ethical dealing. That attracts to us people who share our value system. So because we have a good image in the eyes of our employees we are able to attract exceptional people to the corporation. We also have an unusual tolerance for people who are different. That's also rooted in our credo, which stresses the dignity of the individual.

Does being in so many different businesses and joint ventures create a problem in maintaining one overall image?

It makes it more difficult, but the unifying thread that runs through all of our businesses is healthcare. I think that companies that are in disparate businesses have more of a problem. I don't think Johnson & Johnson would be as successful as it has been over the last hundred years had it not had a set of guiding principles that allowed us to expand worldwide with 175 operating companies and 83,000 employees in 55 countries. Decentralization gives our people a very special sense of ownership. In order for them to feel that sense of ownership, we have to give them an extraordinary amount of responsibility. When you give people responsibility you're taking a risk. In a sense, your future is in their hands. You depend on your people to do the right thing, and the only way you can perpetuate the values of the company is through a written set of standards, such as we have, and to work hard to make sure that those principles are lived up to and passed on to the next generation. You can only do that by practicing them. I'm very conscious of that when we wrestle with issues and make decisions.

Is the question of image involved in day-to-day decisions?

I am extremely sensitive to Johnson & Johnson's image in conducting our day-to-day operations. In fact, one of my primary responsibilities is to ensure that the company's reputation is continually strengthened and to guard against situations and decisions that might damage it. I'm also sensitive to the fact that in today's world an image that has taken many years to build up can be destroyed very quickly by an unfortunate incident or a poor decision.

Do you think companies are more concerned with their brand images today than they were in the past?

They should be, but I don't think they are. In today's very competitive marketplace, when you're fighting for share points, one by one, there's a tendency, particularly among some younger people, to not pay as much attention as they should to brand names and brand equity. It's often easier to move a product through short-term promotional methods – such as couponing – than to invest in advertising and communicating the advantages of your product to the consumer, which takes longer to see results. So I'm concerned that we're not paying enough attention to the image of our brands and we're using promotional vehicles that detract from those images. If you have a brand image of high quality and you continue to promote it with cents-off coupons, what you're telling the consumer is that the product is not worth its regular price and that, in fact, they should buy it only when it's on sale, because that sale price really reflects what it's worth. That's a mistake. You should give the consumer good value, you should price the product accordingly, and you should do everything you can to enhance the equity of your brand. It's an important issue in the marketing business.

Colman M. Mockler, Jr.

Chairman and
Chief Executive Officer
The Gillette Company

The Gillette Company

"We get excellent people...because of the reputation of our brand name in the marketplace and our reputation for how we treat our employees. Those two factors combined give us great competitive advantage."

Gillette has been through some rocky times in recent years. What is the company's image now?

The image of The Gillette Company has traditionally been that of the leader in the wet-shaving business. The founder, King C. Gillette, was the inventor of the safety razor, and we've been in the forefront of that business ever since we started in 1901. Gillette has a reputation for technological innovation – the coated blade, the Super Blue, in 1959; the first twin blade, Trac II, in 1971; the Atra pivoting head twin blade, in 1977; and the Atra Plus, with its lubricating strip, in 1985. Along with consumer acceptance of those products, we've also come in for some criticism – for diversifying too broadly in the early to mid-'70s and then for de-diversifying in the mid-'70s to mid-'80s. Then we faced takeover threats from both Revlon and Coniston Partners. But since then, with continued earnings growth and progress in the divisions of the company outside the blade business, plus the highly successful introduction of our latest innovation, the Sensor system, with its individually spring-mounted twin blades, Gillette has an even better image than it had five or ten years ago.

Colman M. Mockler, Jr., a native of St. Louis, Missouri, is a graduate of Harvard College and Harvard Business School. He joined Gillette in 1957 as a staff assistant to the controller. Mr. Mockler has served as Chairman and Chief Executive Officer for 14 of his 33 years with the company – one of the longest periods of service found in any U.S. corporation today. Mr. Mockler is a director of several Boston-based U.S. corporations, and also serves on the board of a number of Massachusetts educational and arts institutions and medical centers.

Did the takeover threats have an impact on your image?

I don't think they had any impact on sales, although our name certainly appeared in the media a lot more frequently. They did give the investment community a heightened sense of awareness of The Gillette Company and made some of them think about why we were so attractive to two different groups. When I said during the proxy fight with Coniston Partners that we had a major new product coming on the market, some people may have thought that was just a ploy to win the battle rather than something of real substance. But when the Sensor was actually introduced, that validated our prediction and helped solidify our reputation.

But the Sensor did come at a good time?

Yes, but the timing of the Sensor was governed by its technological timetable, not any other factors. It started back in the late '70s in R&D. It came out of R&D in 1983 and went into engineering. It took from then to roughly April or May of 1989 to go into production, and then eight or nine months of production until we had enough supplies so that we could introduce it. Customer acceptance has been far ahead of even our high expectations.

How would you characterize its impact on the company's image?

The Sensor has done so well in the marketplace that our challenge has been to build up our capacity to meet the demand. If you're known as the inventor in the wet-shaving business and you give the customer a product that's substantially better than he's been using before, it gives the company's image a big boost. And if you make a consumer product that people use every day, that improved reputation spreads a lot faster than if you have a new kind of generator for industrial uses.

What are the elements that shape Gillette's overall image?

They vary depending on the constituency. As far as the general public is concerned, it's our innovation and our reputation for product quality. For the investment community, it's the record of performance and the projection of the extent, reliability and consistency of future performance, based not only on our innovation but also on their perception of the company's ability to manage its affairs. As far as our employees are concerned, it's the fairness with which they have been treated over a long period of time, how they are regarded for their contributions to the company, and how they perceive our culture to be helpful to their advancement based on their performance.

You have one of the great brand names worldwide. Did that help you in times of difficulty?

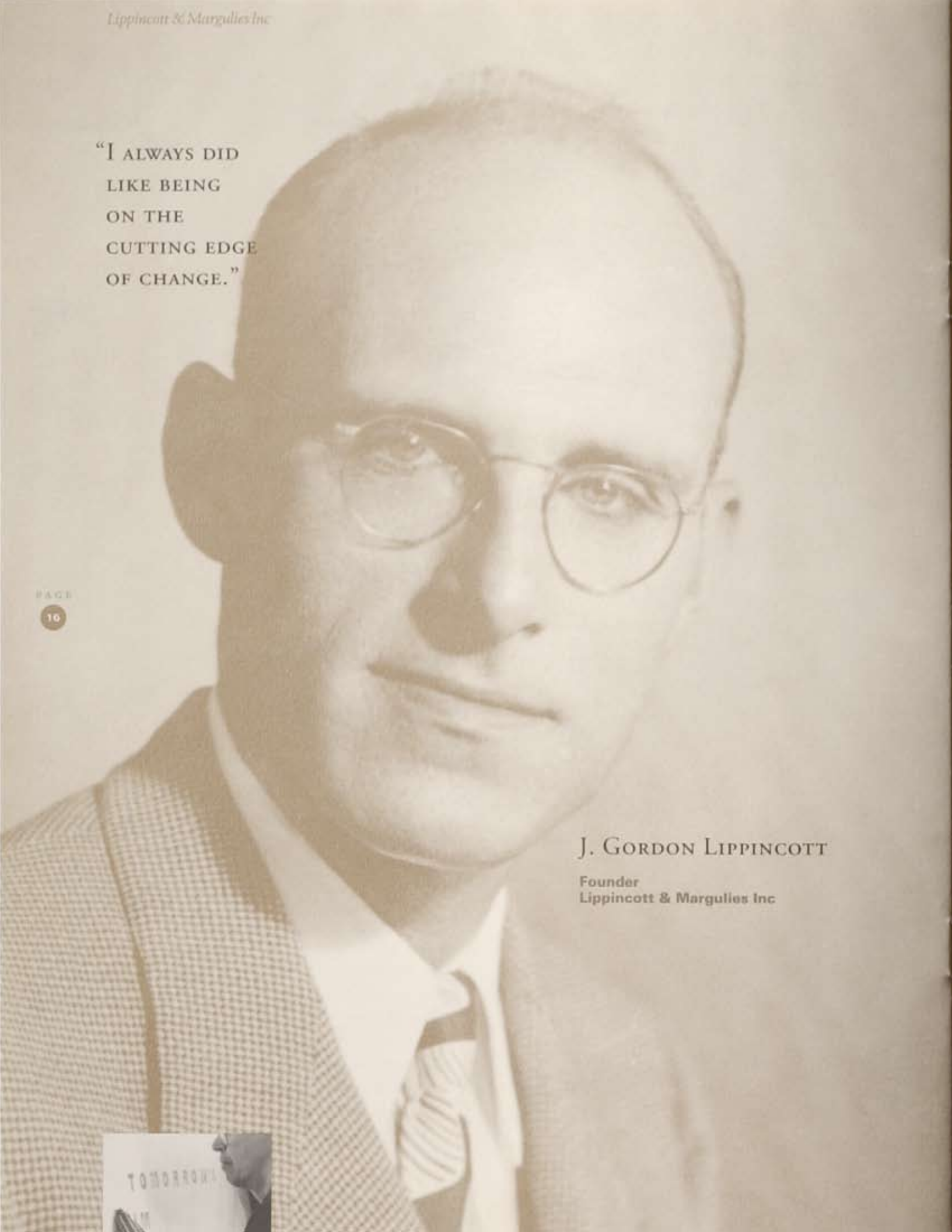
I'm sure it did. There is a sense of underlying strength when you know that millions of people all around the world are using your products with your name on them with great satisfaction. But to be frank, an even greater feeling of underlying strength comes from the knowledge of the calibre of your people around the world. We get excellent people of every nationality who want to work for Gillette because of the reputation of our brand name in the marketplace and our reputation for how we treat our employees. Those two factors combined give us a great competitive advantage.

Is Gillette's image among its employees really that important?

It's very important, and that's something I'm very proud of. One of my major concerns during both takeover fights was to keep our people as up-to-date as possible. Keep in mind, three-quarters of them are outside the United States. We told our managers to concentrate on the operations of the business and we would deal with the battle here at headquarters. After the first Revlon episode, we met on a daily basis to put together a restructuring plan. We asked every operating manager around the world to tell us how they could improve their operations. In less than a month we had a plan that was essentially built by the operating units, one that was committed to by the people who had to carry it out. That was an exciting time in the sense of how the employees felt about the company. And it's a feeling that now has been sustained for nearly four years. If you have that kind of continuing commitment, which fuels consistent earnings performance, and you add to that the Sensor introduction, which provides added impetus for future earnings growth, you have the right combination for continued success.

Do you think the board of directors has a role in managing a company's image?

I think it does. For example, when we bring an acquisition to them, the directors make a judgement as to what the fit will be to the company, not only from a financial standpoint, but from the public's perception as well. The personnel committee of the board reviews every promotion of a senior executive, so they're concerned about the kinds of people being promoted to top jobs. And the audit committee is very concerned with internal controls worldwide, knowing that any breakdown could affect the image of the entire company. So the board does have definite involvement with image.



"I ALWAYS DID LIKE BEING ON THE CUTTING EDGE OF CHANGE."

J. GORDON LIPPINCOTT

Founder
Lippincott & Margulies Inc

Born in 1909, J. Gordon Lippincott has played sax for a ship's orchestra, surveyed bridges for the Saw Mill River Parkway, climbed the pyramids, practiced and taught industrial design and, since his retirement in 1969, launched five new businesses. His most far-reaching accomplishment, however, is in the world of ideas. Mr. Lippincott helped change the way we think about corporations, and the way they think about themselves.

Trained as a civil engineer at Swarthmore College and Columbia University, Mr. Lippincott began his career as an industrial designer in the great consumer boom following World War II. He opened a design office in New York in 1943 and, with Walter P. Margulies, who joined the firm in 1944, made Lippincott & Margulies the foremost consultancy in package and product design. The company designed everything from pleasure boats and seaplanes to ink bottles and packaging for pharmaceuticals, even the interiors of several notable hotels and the classic but short-lived Tucker automobile. It was Gordon Lippincott who coined the term corporate identity to encompass all the ways a company identifies itself, from a new corporate name and logo to the color of a factory building. Gordon Lippincott and Walter Margulies made corporate identity the core of their company and showed the nation's top business leaders how to use well planned identity systems for competitive advantage.

"I always did like being on the cutting edge of change," says Gordon Lippincott. "And what better time than today, with a growing worldwide belief in entrepreneurship. Horace Greeley said, 'Go west young man.' Today he would say, 'Go global!' "

J. Gordon Lippincott, who was hired by Preston Tucker in 1947 to style the Tucker Torpedo, is shown on the next pages with the '48 Tucker when the Tucker film was released in 1988, the first reunion of designer and car since the Tucker's production was cancelled in 1948. Also shown in the background photograph (pp. 18 &19) is Tucker Viemeister, who was named for the Tucker by his father, Read Viemeister, a member of the design team sent to Detroit by Lippincott & Margulies to develop renderings and a full-scale clay model of the car as seen in the photograph below.

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Portrait photograph of J. Gordon Lippincott (opposite page) taken at the time of the firm's founding in 1945.

Image Management in a Global Economy

I don't know how the question occurred to me, but I'm glad it did because the answer gave me an important insight into the whole subject of corporate and brand identity. I posed it 25 years ago to a taxi driver in Mexico City, one of my stops on a global tour to assess Coca-Cola's image and identity practices around the world. We had just passed a Coca-Cola billboard and I asked the driver, "Who makes Coca-Cola?" He looked at me kind of funny, but answered very politely, "The Coca-Cola Company, señor." I couldn't resist: "Is this a Mexican company?" Again, I got a quizzical look before he answered, with considerable pride, "But of course, señor."

That Coca-Cola was a global brand Mexicans called their own was pretty amazing to me. To this day, I have not come up with a better validation of the business axiom, "Think globally, act locally." Coca-Cola didn't become the most recognized brand in the world by sheer happenstance. They earned it. What Coca-Cola management understood then – and still do – was that such symbols as corporate and brand names, logotypes, service marks, signage, and so on, were truly valuable assets that should be managed as rigorously as people, technology, cash and brick-and-mortar facilities.

Many large corporations have followed suit. But a lot has changed in the world since my taxicab ride in Mexico 25 years ago. We are now seeing the emergence of a global economy, and the progressive elimination of political, social and trade barriers around the world. Truly, we now inhabit a global village. What do these changes portend for corporate and brand identity practices?

I contend that identity management is more important than ever before because of businesses' need to position themselves and their products in regions and countries they never dreamed would be viable markets.

But I also see a new management responsibility emerging from the new world economic order. I call it perception or image management. Here's the concept in a nutshell.

Let's assume we all agree that a business's success depends in large part on the perceptions of its key audiences. If favorable, the business will succeed; if not, it will be virtually impossible to achieve its objectives.

If that's true, then one of senior management's major responsibilities is first to determine how they want to be perceived by employees, shareholders and customers.

The next step is to establish clear guidelines against which all decisions and communications – whether initiated at corporate headquarters or in the most remote corporate outpost – are tested in advance, not only for their potential impact on the bottom line but also on the company's image, now and in the future.

What form would such guidelines take? I think they should include a detailed statement of a company's ethical standards and acceptable business practices. They would also include – for every job position – specific criteria for evaluating each employee's performance against the company's image objectives.

Now you might say that managing perceptions is hard enough on a local, regional or national scale. How can it be done effectively by companies that span the globe, encompassing different cultures and environments, and where day-to-day decisions are made and implemented not by executives thousands of miles away in corporate headquarters but by indigenous personnel in each country? I agree. It's not easy. But it has been

done. And if it's important for individual brands, isn't it even more so for the corporations that stand behind those brands? I think it is. Because unless a company manages its image as professionally and systematically as it manages any other valuable business asset – with standards of accountability across all business lines, in all areas of operations, throughout the organizational ranks – the value of that asset will depreciate, along with the company's ability to achieve its business objectives.

Now don't get me wrong: image management programs cannot make weak companies strong, mask unethical practices or actually prevent management from making stupid decisions. What they can do is help prevent decisions that appear harmless when made but that can, years later, generate image-damaging headlines around the world.

Image or perception management programs can be very powerful tools for achieving global competitive advantage. They can give meaning and purpose to the most routine tasks, encourage the team-building skills needed to succeed in the global market and help validate a business's charter.

Such programs also have enormous social potential. In many countries – especially those emerging from communist domination – large, global corporations have traditionally been viewed as exploiters of the people. Global corporations that manage their images along the lines I have suggested – with a strong emphasis on ethical and socially responsible behavior by all employees – can help position business as a social benefactor: providing meaningful, rewarding work; producing valuable goods and services; and driving economic and social progress.

In short, properly managed global businesses can be a potent force for world peace, helping to knit together the common threads of the different cultures that make up the human fabric, not by homogenizing those cultures but by leveraging their unique business and social potential.

As we move toward the 21st century, with political, social and economic barriers tumbling around the world, I think that is a challenge well worth addressing. If that taxicab driver from Mexico is still around, I think he would agree.

J. Gordon Lippincott

Friendship Harbor
East Haven, Connecticut
July, 1990

We are proud to list here some of the companies with whom we have been associated since 1945.

AT&T
Acustar
AmBase Corporation
Amdura Corporation
American Express
American/National Can Company
AmeriTrust
Amtrak
ARCO Products Company
Arkwright Mutual Insurance Co.
Bank of Boston
Baskin-Robbins USA
B.A.T.U.S. Retail Group
Bausch & Lomb Inc.
Beneficial
Bonimart
Bowery Savings Bank
Buick
Burlington Northern
Business One Irwin
CaliforniaMart
Caltex Petroleum
Canadian Pacific
Centerior Energy
Chemical Bank
Chevron
Chrysler Corporation
Cities Service (CITGO)
Coca-Cola
Coldwell Banker Commercial Real Estate Group
Comerica
Consolidated Edison
Continental Airlines
Del Monte
Duracell Inc.
Eastern Airlines
Eaton
Enron Corp.
Exxon
Federal Express
Firestone
First Union
Fletcher Challenge Limited
Foodmaker, Inc.
Forschner Group
General Motors
Genetics Institute
Genstar
Goldman Sachs
Goldome
Hardee's
Hartmarx
Hertz
Humana
INFINITI
Isuzu Motors
Johnson & Johnson
Julien J. Studley, Inc.
Leslie Fay
Lifetouch
LOEB Inc.
Marine Midland Bank
Marriott
Marsh & McLennan Companies, Inc.
Mellon Bank
Meritor Financial Group
Midlantic Bank
Monterey House Restaurants
NCR Corporation
New Brunswick, Province of Canada
New Hampton, Inc.
New York Life
Neworld Bank
Noxell
NYNEX
Oldsmobile
PacifiCorp
Papa Gino's
Parke-Davis
Pathmark
Petro-Canada
Pizza Hut
Primerica Corporation
Public Services Company of New Mexico
Public Service Enterprise Group
RCA
Rainier Bank
Ryder System Inc.
Salomon Brothers
SCANA
ServiStar
Shell Oil Company
ShowBiz Pizza Time
Sunoco
TACOTICO
Tambrands
The Standard Oil Company
TRIAN Group
Trustmark
Türkiye İş Bankasi A.Ş.
Uccel Corporation
Union Mutual
Uniroyal
United Technologies
Unocal
UNUM Corporation
Western Union
Westinghouse Broadcasting
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499 Park Avenue
New York NY 10022
212 832 3000
212 308 8952 FAX

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TOMORROW'S IMAGE

Tomorrow's Image, depicted in a modern day typeface, Universe 85, in Carrara marble, was carved by Sam Shafts (assisted by Ramon Ortiz), the chief sculptor of the internationally-known Shafts Brothers, in a South Bronx studio. By combining today's technology, sandblasting, and traditional carving techniques that date back to the Stone Age, Sam Shafts' rendering brings dramatic graphic insight to the underlying theme of this issue of *Sense*: the decisions companies make today shape tomorrow's image.